

city of
bloomington
indiana



strategic plan 2009-2010



Executive Summary

In 2008 the City launched an ongoing strategic planning process. With input and support from every City department, we identified what we do separately in our specialized areas of departmental focus and incorporated our major initiatives into one document that captures the big picture, all under the umbrella of one shared, strategic vision.

The plan is designed to capture our most significant goals and objectives and the strategies we will implement to address the needs of residents, businesses and visitors. Based on this document, departmental work plans and a master projects tracking system detail the action steps and resources required to attain the goals identified in this overarching plan.

We begin by determining *Where We Are Now* in terms of our overall condition, competitive advantage, strengths and challenges, and by creating a Mission Statement that defines why we exist:

**To preserve, promote and enhance
Bloomington, Indiana's distinct identity
and vibrant quality of life.**

To fulfill our Mission, we have developed a list of Values to guide City staff. These Values stress the importance of employee enrichment, teamwork, creativity and a commitment to excellence and responsible practices.

Where We Are Going assesses what we aspire to become as an organization and as a community. The Strategic Initiatives, known as the “4Cs,” will lead the way:

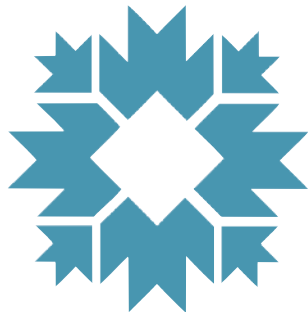
- #1 Community Commerce:** Nurture a diversified, vibrant economy.
- #2 Community Collaboration:** Further community-wide initiatives via strong collaborations with partners.
- #3 Community Condition:** Increase investment in programs, amenities and services that result in a safe, healthy and structurally sound community.
- #4 Community Character:** Recognize the value of Bloomington's unique character and preserve, enhance and promote it.

How We Are Going To Get There outlines the top four Objectives of each Strategic Initiative, and the top four Strategies we will employ to further these Objectives.

Making It Work details City Governance and steps for plan implementation and ongoing evaluation.

This plan is a living document, intended to be updated and maintained continually and be both proactive and responsive to new input, changing contexts, new ideas and evolving community needs.

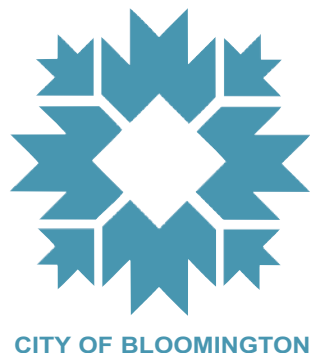
The City of Bloomington is looking forward to working hard with *you* to keep our city what it is ... a place unlike any other.



CITY OF BLOOMINGTON



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Introduction

Where We Are Now



The efforts of City staff to provide the best services and programs to our community have created stability, direction and a strong fiscal foundation for the City of Bloomington. This has enabled our organization to capitalize on new opportunities and enhance the community's already strong quality of life.

In 2008 Mayor Mark Kruzan pledged a renewed commitment to fostering a vibrant, diversified economy, promoting public safety and improving the human condition. Additionally, the City launched a strategic planning process, taking an organization-wide, team-oriented approach to priorities, project management and budgeting.

Several major initiatives reached important milestones including the unveiling and initial implementation of the BEAD strategic plan; significant construction of the downtown phase of the B-Line Trail; and completion of the Public Safety Training Center, a state-of-the-art campus for police and fire education.

In addition, the City dedicated itself to nurturing a learning organizational culture, encouraging professional development of City staff to enhance expertise and help retain the exemplary employees we rely on every day to make the city run smoothly.

Financially, the City concluded 2008 in a strong fiscal position. By tying our strategic planning process to the

concept of building our budget from scratch, we were able to, in a team setting, better identify which priorities required funding in 2009 and at what level.

The City begins 2009 with a General Fund balance of \$5,073,987 and a Rainy Day Fund balance of \$4,763,706, giving us a total reserve balance of \$9,837,693. We already have launched the 2010 budgeting process, again tying our goals directly to available funding, and continuing to look at efficiencies in regard to process, purchasing and policies.

The City will build upon the successes achieved in planning, budgeting and teamwork, and will pursue projects specifically designed to enhance economic vitality. These include bicycle and pedestrian improvements; promotion of Bloomington as a great place to live, work and recreate; economic and sustainable development visioning and implementation; and green-oriented initiatives.

We entered 2009 poised to capitalize on numerous opportunities. Our Strategic Plan is helping focus our resources, engage the public and create successful partnerships to work for the good of the community.

We have outlined a plan of action that sets attainable goals, and we are committed to thinking creatively to find new solutions to ongoing challenges.

Mission & Values

Where We Are Now



Our Mission Statement captures why we exist. Having one written mission statement helps us stay focused on our core purpose and ensure a common, shared approach to the delivery of City services. Our Values guide the ways in which we pursue this Mission.

mission statement

“To preserve, promote and enhance Bloomington, Indiana’s distinct identity and vibrant quality of life.”

values

The following Values serve as our guiding principles as we work to fulfill the City of Bloomington Mission.

- Open and fair governance.
- Fiscally sound use of public funds.
- Environmental safeguarding through responsible stewardship of our natural resources.
- Professionalism and expertise gained through employee enrichment and development.
- A commitment to fostering civic engagement.
- Uncompromising customer service in the delivery of City services.
- Diversity as a source of strength.
- Risk taking, forward thinking, innovation and creativity.
- The active involvement of all City staff and a team-oriented approach in our achievement of goals.
- A commitment to excellence.
- Responsible practices that will ensure short- and long-term success.

Competitive Advantage

Where We Are Now



Our Competitive Advantage is what makes our community special and unique. Knowing these advantages will help us capitalize on our strengths. These include:

- National Gold-Medal Award winning Parks and Recreation Department.
- The state's "Best Walking City" by Prevention magazine.
- #6 among top 2007 Best Small Places for Business and Careers by Forbes Magazine.
- A community with 18,000 public trees, 40 parks and 2,300 acres of City-owned green space.
- Tree City designee for the past quarter century.
- IU-Bloomington named Tree Campus USA by the Arbor Day Foundation.
- Awarded first annual "Green Community of the Year" by Indiana Association of Cities and Towns.
- Top 20 best cities in America for doing business by Inc. Magazine.
- #7 Best Performing City in 2007 by the Milken Institute for our concentration of high-tech jobs.
- Number one gay and lesbian friendly small town by Advocate.com.
- Home to top-ranked Music, Business and Public & Environmental Affairs Schools in the world.
- Home to Lotus World Music & Arts Festival, one of the top such festivals in the nation.
- Home to Big Ten athletics, numerous national titles and Little 500 Weekend.
- WonderLab Museum of Science, Health & Technology named a Top 25 Science Museum by Parents Magazine.
- A Top College Town by USA Today.
- Certificate of Exceptional Merit for our Community Wildlife Habitat by the National Wildlife Federation.
- A Top 10 Place to Live by Men's Journal Magazine.
- Location of 1979 Academy Award Winning film "Breaking Away."
- One of nation's top Bicycle Friendly Cities by the League of American Bicyclists.
- Ranked Number 7 in the nation for best places to bike by Bicycling magazine.
- Among best in "Retire in Style: 60 Outstanding Places Across the USA and Canada."
- National Geographic Top 50 adventure towns.
- Kelley School of Business Green Award.
- Bloomington MSA is #13 nationwide for percentage of artists in the labor force.
- One of 41 Sports Destinations to Watch by SportsEvents Magazine.
- A recipient of the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada, the highest form of recognition in governmental accounting and financial reporting.
- One of only 78 accredited Parks and Recreation agencies in the country.
- One of few cities in the nation with an Employee Services' training program designated as an International Association for Continuing Education & Training Authorized Provider.
- Recipient of the American Heart Association START! Fit Friendly Company Gold Achievement Award.
- Nationally recognized as a leader on disability and accessibility issues including being a finalist for the National Organization on Disability Community Accessibility Award.
- One of the most prosperous university towns in the Midwest by the Federal Reserve Bank.

Situational Analysis

Where We Are Now



Identifying our top strengths and how best to nurture them as well as our key challenges and how to address them will help us best direct our resources.

Strengths — Internal

- **A skilled, professional and dedicated staff.**
Implement initiatives that maximize staff talents and contributions, and encourage risk taking, creative thinking, collaboration and employee empowerment.
- **Strategic planning and building the City budget based on the priorities identified in the plan.**
Create a plan that clearly identifies the City's mission, goals and strategies, and use this plan to identify priorities to construct the annual budget from an organization-wide approach.
- **Strong interdepartmental synergy and communications.**
Continue to strengthen 1) a Master Projects List as a project management and communications tool and 2) multidepartmental teams to address issues and manage projects.

Strengths — External

- **Low violent crime rate.**
Continue our strong commitment to public safety and promote Bloomington as A Safe & Civil City.
- **Home to a nationally recognized, Big Ten university campus.**
Increase efforts to partner with Indiana University on a variety of issues including workforce development and promoting the Bloomington community as a great place to live, work and visit.
- **Civically engaged population.**
Continue to increase citizen involvement and promotion of volunteer initiatives to drive participation and civic enfranchisement.
- **Strong cultural and recreational amenities.**
Continue implementation of fitness and wellness amenities, position Bloomington as a recreation destination, and enhance the local arts community by developing and promoting BEAD.

Where We Are Now



Challenges — Internal

- **Increases in healthcare costs.**
Provide staff with education and screenings in an effort to promote preventative care to help minimize the need for high-cost procedures.
- **Limited fiscal resources.**
The City's process and budget teams will analyze current business practices and consider alternatives to create increased efficiency in workflow and purchasing practices.
- **An aging fleet and mounting costs for infrastructure repair and new construction.**
City teams will identify approaches to maintenance and potential future development of infrastructure, and will establish a plan for vehicle usage and acquisition.
- **Limited office and storage space.**
Launch a space utilization team to identify how best to address existing and future office space requirements.

Challenges — External

- **Fluctuating fuel prices challenge travel to and within the community.**
The City will spearhead initiatives to promote other forms of transportation including walking, cycling, carpooling and mass transit for residents. The City also will take the lead in promoting Bloomington as a great regional destination.
- **Economic weak spots including impacts of a global recession.**
The City is committed to taking an aggressive and proactive approach to economic development in an effort to address issues of poverty and grow new business.
- **Population fluctuations and turnover.**
Promotion of Bloomington as a destination city will help ease seasonal fluctuations in the population by increasing tourism to the area, and new economic development initiatives will be aimed at offering recent graduates and retirees the opportunity to thrive in our community.

Vision & Strategic Initiatives

Where We Are Going



This section describes a Vision of where we want to go — what we aspire to become long term and the Strategic Initiatives that will lead the way.

vision statement

Shaped by our Mission Statement and Values, our Vision Statement communicates our aspirations. It is grounded in Where We Are Now and is the roadmap guiding us to Where We Are Going.

“The most progressive and efficient local government that, through innovation and teamwork, enhances City services and makes our community the ideal place to live, work and recreate.”

strategic initiatives

The City’s overarching goal is to enhance the quality of life, which we will attain by pursuing strategies that further our Strategic Initiatives. Individually, the 4Cs represent a specific area of focus; together, they represent the major initiatives that best address community need.

#1 COMMUNITY COMMERCE

Community Commerce addresses the needs of our local economy — small business advocacy, workforce development, job creation and business attraction and retention — all with an eye toward sustainability.

#2 COMMUNITY COLLABORATION

Joining forces with groups such as Indiana University, Ivy Tech Community College, County government, nonprofit organizations and businesses allows the City and partnering agencies to maximize innovation, talents and resources.

#3 COMMUNITY CONDITION

Issues that impact the human condition and the community at large include infrastructure, public health and safety, multiculturalism, recreation, environmental protection, greenspace preservation and animal care.

#4 COMMUNITY CHARACTER

Bloomington is quirky and creative, from our arts and entertainment to our trails, events, architecture and shops. We are tasked with ensuring we protect, promote and enhance what defines our community.

Community Commerce: Nurture a diversified, vibrant economy.

How We Are Going To Get There



Here we detail how we will fulfill our Mission and work toward attainment of our Vision. This section identifies the top four Objectives and Strategies for each Strategic Initiative.

The newly created Department of Economic & Sustainable Development will oversee development and implementation of a strategic plan for strengthening and diversifying the local economy. The plan will address the following objectives:

objective 1

Determine current strengths, opportunities and challenges.

As part of the strategic planning process, staff will engage partners and the public to develop a situational analysis for Bloomington's business environment.

key strategies

- Analyze the mix of industry type and range of jobs.
- Assess capital assets and deficits: land (including shovel-ready sites), infrastructure, buildings and office space, and human capital.
- Identify existing and potential incentives.
- Develop information that captures Bloomington's overarching quality of life measures and existing business environment.

objective 2

Strengthen our current assets.

Building on this situational analysis, staff will assist existing businesses via advocacy and a variety of economic development tools.

key strategies

- Provide advocacy to small businesses to assure their continued success.
- Continue working with businesses along the B-Line Trail to spur enhancements.
- Execute and maintain relevance of BEAD strategic plan, and market the district broadly.
- Engage in education partnerships to create workforce development opportunities for specific business sectors.

Community Commerce: Nurture a diversified, vibrant economy.

How We Are Going To Get There



objective 3

Define key targets for further growth.

While the strategic planning process will establish definitive targets, below are four key sectors to explore.

key strategies

- Tech Business and Life Sciences: Develop business plan for the Certified Technology Park, nurture the Information Technology sector and work with partners to build on life science successes.
- Green Business: Build on the strong green-oriented initiatives already in place, prepare the workforce for new green-oriented jobs and partner with local organizations to position Bloomington to become a green capital of the Midwest.
- Entrepreneurship: Leverage local incentives and partnerships to foster emerging entrepreneurs and their resulting businesses. Facilitate pipeline of entrepreneurs from Indiana University, Ivy Tech Community College and other sources, assisting with commercialization and retaining them as Bloomington originals.
- Arts and Entertainment: With BEAD at the core, establish Bloomington as an exciting mecca for the arts to encourage and grow the creative industry.

objective 4

Detail how to grow jobs in these sectors in collaboration with our community partners.

The strategic plan will recommend detailed measures for aggressive action on the job growth front, and below are four broad strategies to pursue.

key strategies

- Refine subsectors in each target industry to match company type and size with the community's character, values and available opportunities.
- Assemble resources that demonstrate Bloomington's readiness and attractiveness to these specific subsectors.
- Develop materials targeted to each subsector and identify specific contacts to approach.
- Determine and engage in specific, proactive outreach to these contacts.

Community Collaboration:

Further community-wide initiatives via strong collaborations with partners.

How We Are Going To Get There



objective 1

Promote Bloomington as a Destination city.

The City will be a lead partner in the tourism industry to position Bloomington as a premiere cultural, arts, entertainment and recreational destination for residents and visitors.

key strategies

- Develop the Everybody's Bloomington web site to celebrate the community and showcase its wide-ranging opportunities for residents, businesses, entrepreneurs, visitors, students and alumni.
- Work with community partners to develop and implement a plan for promoting special events and attractions regionally and nationally.
- Emphasize our diversified economy in the promotion of Bloomington as an ideal destination for entrepreneurial start-ups and business relocation.
- Initiate a City Welcome Program that reaches out to special guests, visitors and new residents.

objective 2

Strengthen the outcomes of our community partnerships.

The City will partner with other organizations, groups and individuals in the community to forge mutually productive relationships that maximize innovation, resources, talents and dollars.

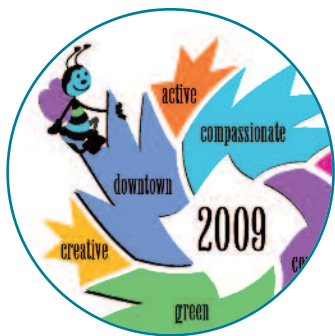
key strategies

- Develop and utilize an inventory that summarizes existing collaborations and identifies potential new relationships.
- Bolster support for workforce development initiatives and services provided to the low-income population.
- Provide support and guidance to nonprofits and other local groups to stimulate community-generated initiatives that address local challenges.
- Foster educational and lifelong learning opportunities by partnering with Indiana University, Ivy Tech Community College and local schools.

Community Collaboration:

Further community-wide initiatives via strong collaborations with partners.

How We Are Going To Get There



objective 3

Promote further civic engagement and multicultural understanding.

The City will develop and support programs, events and information systems that promote civic engagement, volunteerism and multicultural understanding.

key strategies

- Foster participation in government through dialogue with stakeholders concerning City projects in neighborhoods, downtown and business areas.
- Increase awareness of City Boards and Commissions and the Volunteer Network.
- Create civic engagement opportunities through the expansion and promotion of the Be Bloomington community character campaign.
- Promote an open, approachable and responsive government through information technology and communication tools, with an emphasis on the City website.

objective 4

Strengthen emergency management.

City staff will continue to participate in community emergency management in order to be prepared to handle emergency situations in a timely, efficient and organized manner.

key strategies

- Coordinate with City and County emergency responders to ensure that necessary response procedures are being adopted for the plan.
- Inventory existing emergency equipment within City departments.
- Update the City's emergency response plan and communicate it to the appropriate audiences.
- Maintain up-to-date contact information for City partners, Council members, Monroe County officials and those from surrounding counties and townships, department heads and City staff.

In addition, the City will strengthen Community Collaboration by taking a leadership role in collaborations with local organizations on workforce development and by supporting existing Sister City relationships.

Community Condition:

Increase investment in programs, amenities and services that result in a safe, healthy and structurally sound community.

How We Are Going To Get There



objective 1

Enhance public safety.

Public safety staff will foster an increasingly safe, stable and secure community through education and enforcement of laws and ordinances.

key strategies

- Implement Safe & Civil City initiatives that pair law enforcement with community action groups.
- Provide specialized training to City police and fire personnel at the Public Safety Training Center, and develop and implement a plan for the center to become the premier, regional training complex for multi-agency police and fire education.
- Incorporate the latest technologies at the Police Department to increase efficiency and allow faster, easier ways for the public to report crime, including online incident reporting and online crime mapping, and launch the K9 program to aid investigations.
- Expand the ability of the Fire Department to respond to technical rescue calls by adding three firefighters and beginning a Tactical rescue company, and continue Fire Department support of Hoosier Hills Career Center and Ivy Tech's Fire Science Programs.

objective 2

Improve City infrastructure.

The City will increase investment in streets, parks and public facilities to ensure provision of sustainable and sound structure.

key strategies

- Implement water capacity and treatment expansion project along with long-term water conservation plan.
- Invest in Public Works infrastructure by managing construction of major road projects; creating a long-range repaving schedule; improving alleys; and updating traffic signals.
- Advance Parks and Recreation infrastructure improvements such as resurfacing, design and amenity replacement and upgrades to City trails, parks and playgrounds.
- Invest in maintaining and adding sidewalks and sidepaths to enhance pedestrian travel and safety, and to encourage alternative transportation.

Community Condition:

Increase investment in programs, amenities and services that result in a safe, healthy and structurally sound community.

objective 3

Further develop the City's health, wellness and recreational programs, services and amenities.

The City will continue strong investment in its programs, services and amenities devoted to health, wellness and recreation to give all residents access to physical activity and appreciation of the community's natural resources.

key strategies

- Finalize the downtown phase and complete remaining portions of the B-Line Trail to connect to the existing Rail Trail and Clear Creek Trail to complete a 7.4 mile recreational trail.
- Pursue opportunities to host major athletic tournaments and provide additional fitness services via an indoor recreation facility.
- Develop facilities that accommodate families that recreate with their dogs.
- Evaluate the life cycle of current programs and services to streamline delivery and determine how they meet the needs of the community and to explore new program ideas.

objective 4

Truly earn Bloomington's reputation as bicycle and pedestrian friendly.

Staff will identify ways to enhance bicycle and pedestrian use for recreation, fitness and travel.

key strategies

- Develop a plan and budget to improve connectivity of pedestrian pathways and crossings, and bicycle features, education and safety.
- Increase community participation in bike education events through more effective promotion.
- Invest in sidewalk and sidepath and trail projects to create a pedestrian-friendly, city-wide alternative transportation network.
- Update and implement recommendations in the Bicycle and Pedestrian Transportation and Greenways System Plan.

Additionally, the City will strengthen Community Condition by enhancing sanitation and recycling services, promoting animal welfare, collaborating with social service agencies to provide services to the low-income populations, increasing accessibility and services for citizens with disabilities, strengthening e-health initiatives and improving services to the senior and youth populations.

How We Are Going To Get There



Community Character:

Recognize the value of Bloomington's unique character and preserve, enhance and promote it.

How We Are Going To Get There



objective 1

Develop the B-Line Trail.

The City will continue development of the B-Line Trail, a project that will have significant impact on economic vitality, fitness and the arts.

key strategies

- Complete construction of the downtown phase and launch design and construction of remaining B-Line Trail including the acquisition and development of the Switchyard property as Bloomington's "Central Park."
- Install the Signature Art Element on the Trail and encourage private sponsorship of public art along the route.
- Identify funding for façade improvements consistent with the character of the area.
- Develop plans to promote the Trail as a destination attraction for residents and visitors.

objective 2

Invest in BEAD, arts and culture.

Staff will support a robust arts and entertainment scene throughout the Bloomington Entertainment and Arts District to promote Community Character and strengthen Bloomington's role as a regional destination.

key strategies

- Communicate District brand identity and brand recognition.
- Strengthen capacity of the District's small business and creative/cultural sectors.
- Facilitate placement and appreciation of public art.
- Support art space planning and development in the District.

Community Character:

Recognize the value of Bloomington's unique character and preserve, enhance and promote it.

How We Are Going To Get There



objective 3

Enhance beautification/ environmental preservation efforts.

Staff will continue enhancing the city's unique character to keep Bloomington a livable, enjoyable, beautiful and safe community.

key strategies

- Designate resources toward the acquisition and maintenance of Bloomington's natural assets including parks, green space, trails and trees.
- Plan for the launch of a community-wide Be Beautiful Bloomington campaign and collaborate with local partners on the America in Bloom contest in 2010.
- Maintain and improve landscaping in the 87 public medians as well as in the 40 park sites and facilities.
- Increase community participation in the Adopt-A-Trail, Adopt-A-Median and B-Line Backers programs.

objective 4

Strategically develop downtown.

The City will incorporate new urbanist planning to increase walkability and sustainability of the downtown area, preserve historical sites and promote a strong arts, cultural and entertainment presence in the downtown.

key strategies

- Launch a multidepartmental team devoted to planning downtown enhancements with a singular vision.
- Increase visibility of the Downtown Specialist.
- Incorporate art elements that promote BEAD and are consistent with downtown character.
- Implement mixed-use urban planning principles to blend responsible commercial development and residential elements.

Additionally, the City will continue to improve the livability of our neighborhoods, evolve the scope of the Be Bloomington campaign to encourage greater public engagement, provide historic preservation leadership, and spearhead collaborations for multicultural and diversity initiatives.

City Governance:

Approach delivery of City services in new, innovative and cost-efficient ways.

Making It Work



objective 1

Continue strategic planning and master projects management.

The City will continue to commit to the strategic planning process to identify and attain clear and achievable goals for the organization. Staff will track and manage projects to increase accountability and proficient workflow.

key strategies

- Form a strategic planning team that meets regularly to guide the strategic planning process.
- Complete, implement and continually evaluate and update the 2009-2010 Strategic Plan as needed.
- Continue to fine tune and utilize the online project management database to track progress of major multi-departmental projects.
- Identify short- and long-term strategic priorities that drive the budgeting process.

objective 2

Employ a multi-departmental, team approach.

The City will encourage synergies among departments to promote streamlined approaches to problem solving, shared knowledge and skills, and increased efficiency in the use of funds. We will nurture an organizational culture that encourages teamwork, creative input and the sharing of ideas.

key strategies

- Launch a process team to identify organizational-wide efficiencies and cost savings.
- Develop teams devoted to pursuing specific topics, such as bike/ped issues, strategic planning, budgeting, downtown, space utilization and Be Bloomington.
- Promote the utilization of organizational development by bringing teams of employees together to discuss workflow and process.
- Maximize leadership contributions by strengthening the effectiveness of Cabinet meetings and continuing to hold regular Management Team meetings.

City Governance:

Approach delivery of City services in new, innovative and cost-efficient ways.

Making It Work



objective 3

Invest in professional staff development.

The City will retain highly qualified, skilled, empowered and productive employees through employee training, development and enrichment opportunities.

key strategies

- Promote the City as a learning organization and support career development opportunities, with an emphasis on communication, diversity, leadership, team building, and the use of new equipment and technologies.
- Continue efforts to obtain, from IACET, accreditation of training curriculum for continuing education unit credits applicable to certification outside of the organization.
- Implement Supervisor Development, Training and Orientation program and continue to expand both online and in-class training opportunities.
- Invest in professional development and identify improved ways of sharing training experiences with other staff.

objective 4

Continue strategic budgeting and identification of organizational efficiencies.

The organization will fine tune its new approach to the budget and take an organization-wide look at potential efficiencies and cost-saving processes.

key strategies

- Link the strategic planning and budgeting processes by using a “zero-based budgeting” approach to identify priorities and associated costs.
- Identify and implement organization-wide efficiencies and cost savings as identified by the process team.
- Update and maintain a Capital Improvement Plan budget and identify and seek other funding sources to accomplish projects in a timely and efficient manner.
- Dedicate staff time to researching best practices in streamlining processes and identifying cost-saving measures.

Implementation, Evaluation & Conclusion

Making It Work



implementation

Plan Implementation will involve:

1. Rolling out the Plan to the entire organization, City Council and the public.
2. Continuing to use the Master Projects List tracking system to monitor our progress.
3. Building departmental annual plans around this City-wide Strategic Plan and aligning our budget to the goals identified in the plan.
4. Designating the Deputy Mayor as the Strategic Plan Manager and setting up regular strategy meetings to monitor progress.
5. Having semi-annual strategic review sessions to assess the current plan and create future plans.
6. Providing ongoing communication to staff about the Plan to help reinforce their critical role in the Plan's successful execution, and to celebrate successes along the way.
7. Ensuring the Strategic Plan is kept current and relevant by making it proactive, responsive and adaptive to change.

evaluation

Constant evaluation of the objectives and strategies in this plan, via regular review sessions with the Strategic Planning team and other City leadership, is critical to ensuring it remains a viable, living document. We will continually monitor our progress on how well we are furthering the 4Cs and how successful we are at managing projects, meeting deadlines, communicating internally and to our multiple external audiences, and utilizing the resources available.

conclusion

The 2009-2010 Strategic Plan is a living document used to prioritize the needs of the community and outline City objectives. The value of the plan lies with the ability of City staff to set realistic goals — and implement innovative strategies — against which progress can be measured. It also allows the community to gauge the ongoing product of its local government.

Implementation, evaluation and modification will be continuous in order for the plan and the City of Bloomington organization to remain relevant, responsive and proactive. This strategic effort will provide greater accountability and represents an organization-wide approach to the preservation and enhancement of the quality of life our very special community enjoys.

city of
bloomington
indiana
strategic plan
2009-2010

